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16 February 1967

MEMORANDUM FOR: Professional Recruiters

SUBJECT : 100 Universities Program,
4 April - 27 May 1967

1. We now have the advice that subject program, to be conducted during the period indicated, is being re-oriented so as to relieve the recruiter of certain time-consuming local logistical details which can best be handled by DCS

25X1 [redacted] I interpret the latter arrangements to include, essentially, (a) the reservation of a respectable off-campus dining facility that will insure privacy and free discussion; (b) the setting of the hour, selection of the menu, and, where appropriate, the serving of pre-dinner cocktails (alertly timed to hint that two is the limit); (c) the handling of faculty and administrative invitations, written or oral; (d) serving as the Master of Ceremonies; (e) hotel or motel reservations for speaker (senior Agency official) and recruiter; (f) furnishing the recruiter a typed list of the names and titles of university guests in attendance and the dinner tab (gratuities included) for payment by the recruiter.

2. You obviously will be in early touch with the designees of the Director, Domestic Contact Service (at least one of whom, but no more than two, will be expected to attend each dinner) and, therefore, will be working out the following and other considerations:

(a) These are off-the-record presentations, hence all precautions should be taken to prevent campus or general press notice being taken of these sessions.

(b) The invited faculty and administrative guests will be those agreed upon by the DCS representative, the recruiter, the Placement Director, and, wherever represented, our University Associate.

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(c) The off-campus setting for the dinner will be dignified, but no ostentation should be exhibited as to either the facilities or the menu; no expensive centerpieces, etc. It is essentially a business meeting in comfortable surroundings.

(d) If the occasion is to be identified in a lobby or other listing by the hotel, motel, club, or restaurant being used, it should read simply: Guests of Mr. _____. The "Mr." would either be you or the DCS representative, his choice for whatever professional or personal reasons he may have.

(e) No luncheons.

(f) No variations, without Headquarters approval, from a Monday-Wednesday-Friday (preferably), Wednesday-Friday-Monday, or Friday-Monday-Wednesday dinners scheduling. Thus, we are saying three dinners per team (as against the former five dinners in five nights routine) to give the Agency speaker breathing room in which to regain his equilibrium, re-shape his notes, or call on Headquarters for new guidance, if necessary.

3. Now, let me quote from some of the guidance notes I am receiving from top management, to wit:

As the result of this year's student demonstrations, and with the possibility of unforeseen embarrassment to faculty guests, "We should exercise reasonable judgment in the selection of schools to be visited. Thus far in the three years the Program has been running, we have visited 229 schools, 24 of them twice. We think the schools chosen this year should, to the extent feasible, be new to the Program and additionally should offer the prospect of our being well received. Even though new schools are to be visited this year, our presentations must be pitched at a more sophisticated audience than heretofore because CIA no longer enjoys the relative anonymity on university campuses that we may have had when the '100 Universities Program' first began. Our audiences are far better informed about us and can be expected to look for greater depth and frankness in our discussions of Agency activities. They should get it, we think. Therefore, we propose that a working group representing the four Directorates and

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the Assistant to the Director be formed to develop suitable outlines for this year's presentations, tailored insofar as possible to the specific audiences that will hear them."

4. Let me insert at this point that if you are planning Departmental dinners (Economics, Engineering, Area Studies, etc.) all three should follow the same theme. Also, if you do find it necessary to re-book one of your once- or twice-visited colleges or universities, don't reinvite any of the former faculty or administrative guests (other than your Placement contact). Rather, this would suggest that you could now by-pass the Department Heads and go deeper into the faculty, including several of the younger members.

5. After your agreeing with your DCS counterpart as to an itinerary, get this information to [redacted] as soon as possible so that it can then be channeled into the speaker selection mechanism. Chuck will also have to get funds out to you, and learn from you where your lodgings will be on the non-dinner nights in case we have to reach you or the Agency official with whom you will be traveling.

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7. A copy of this memorandum is being furnished D/DCS for his endorsement or any change of signals that I will be communicating to you.

[redacted]
Deputy Director of Personnel
for
Recruitment and Placement

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P. S. The Spring Conference of Eastern Recruiters will not be held this year.

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